

COUNCIL GOALS FY2011-12

Adopted December 16, 2010



Richard L. Davis, ICMA-CM
Town Manager

INTRODUCTION

On Thursday, October 28, 2010, the Town Council met at the Community Center with senior staff for Council's Annual Planning Retreat, which was facilitated by Strategic Planning Advisory Commission Chair Audra Koester Thomas. From the Values listed in *Strategic Plan 2010*, Council identified the following Strategic Directions as Goals for FY2011-12:

CIVILITY

- C1 Practice the art of civility in all public settings and encourage those around you to do the same.
- C2 Support community events and activities that create opportunities to build community and friendship.
- C3 Genuinely solicit and consider public and stakeholder feedback as part of the decision-making process.

ENVIRONMENTAL STEWARDSHIP

- ES3 Explore and implement new technologies and opportunities that will minimize noise, air, and light pollution and reduce energy consumption.

CIVIC RESPONSIBILITY

- CR2 Discover, recognize, and utilize the talents of our citizens and use these assets to address community needs.
- CR3 Foster a culture of public service and volunteerism.
- CR4 Implement a comprehensive communications plan to encourage informed citizen participation in civic life.
- CR7 Communicate the role of local government and clearly define the trade-offs between service levels and amenities and the associated costs so residents can make informed choices.

EDUCATION, LEARNING AND CULTURE

- ELC 2 Support partners in providing arts and cultural opportunities and amenities.
- ELC 4 Position the community's arts and cultural businesses, venues, and amenities as economic drivers integrated into the Town's comprehensive economic strategy.
- ELC5 Encourage access to higher learning opportunities or the establishment of an educational or training campus within our community.

ECONOMIC VITALITY

- EV1 Develop a comprehensive economic development strategy for the Town's future and work with our community partners to forward economic growth and awareness.
- EV2 Develop and maintain a balanced, equitable, sustainable, and local financing structure to support the Town's core government services at desired service levels.
- EV4 Promote retention, expansion, relocation of quality businesses.
- EV5 Promote Fountain Hills as a visitor destination.
- EV6 Identify a slate of economic development tools and strategies (including tax incentives, fee abatements, etc.) to stimulate economic growth.

RECREATIONAL OPPORTUNITIES AND AMENITIES

- R2 Provide an interconnected, multi-use trail and bicycle system that promotes active living, physical activity, education, and appreciation of our parks and natural resources.

METHODOLOGY ASSOCIATED WITH THE DEVELOPMENT OF STAFF INITIATIVES

Staff was asked at a retreat on Wednesday, November 10, 2010 to consider each initiative utilizing as a basis of discussion the answers to the following questions:

- What does the realization of this goal look like? (Begin with the end in mind.)
- What can we contribute in the coming year to this realization? What are the ideas?
- Who should own this goal? Where should it reside? Who is responsible primarily for implementation?
- Who or what departments/divisions would provide additional support?
- What resources are necessary?

The following chart captures much of the above information. The first presentation of this report/proposal was made on November 30, 2010. That first draft was intended to communicate staff ideas and initiatives related to efforts that could be made in the 2011/2012 Fiscal Year. Based on the feedback from the Council, this second draft was reformatted to provide a more comprehensive response to all Council feedback and initiatives. These initiatives and some additional explanations have been color-coded RED for Council driven initiatives, BLUE for Staff suggested initiatives, and GREEN for those items that emerged from or were clarified in the November 30, 2010 meeting with Council. Finally, one will notice that several of the initiatives mentioned in this report are either on-going or are slated to be addressed in the 2010/2011 fiscal year.

CIVILITY				
Strategic Direction	Council/Staff Initiative	Implementation	Additional Explanation	Estimated Cost/ Funding Source
C1 Practice the art of civility in all public settings and encourage those around you to do the same.	None.	None.	Staff supports the concept and principle that civility serves as the foundation of our interactions and relationships internally and externally.	\$0
C2 Support community events and activities that create opportunities to build community and friendship.	Build on success of current service events and opportunities.	Continue to expand citizen participation in Take Pride Day.		\$5,000 General Fund
	Provide new event to provide opportunity for community service and camaraderie building.	Introduce “Keep Fountain Hills Beautiful” Day (in conjunction with the Keep America Clean initiative) to be presented spring of 2012. This day would provide opportunities for citizens to collaborate in order to generally clean up the Town.		\$2,000 General Fund
	Support and contribute to state centennial activities and incorporate centennial activities.	Work in cooperation with Centennial Committee to implement and/or incorporate Centennial themes and activities into current events and identify other opportunities and partnerships to raise awareness of Centennial.	This initiative could include Town participation on a Centennial Project – i.e. – event circle development at the Civic Center.	\$10,000 General Fund

		Identify project scope as well as investigate possible partnerships and funding options to participate in the creation of a Centennial Event Circle.	This initiative includes the Town's participation in paving the event circle as a Centennial project.	\$125,000 CIP Fund
	Develop a proposal to reduce the cost of facility use and rental fees for residents and organizations in Fountain Hills.	Continue to examine our fee schedule policies in cooperation with the CCAC to identify opportunities to facilitate local use of the community center. We will also continue to meet with stakeholder groups to identify means of facilitating local organizational use of the center.	The Town is currently conducting a comprehensive examination of the Town's fee schedule to determine to what degree all fees are capturing direct and indirect service delivery costs. Such examination may provide a means / justification for adjusting fees.	\$0
	Develop a program to encourage organizations to partner with the Town in facility maintenance and upkeep.	Meet with stakeholder groups to determine the parameters of a program that would provide regular user groups to participate in general maintenance.	This is likely most feasible with groups that regularly use the center. We will work or cooperate with these groups to identify both the willingness and abilities pertaining to performing light cleaning/ maintenance.	\$0
C3 Genuinely solicit and consider public and stakeholder feedback as part of the decision-making process.	Encourage greater citizen participation in Town Halls.	Hold at least two Town Halls away from Town Hall. These meetings, similar to past meetings, would address specific topics but be held in locations such as the FHUSD Learning Center, HOAs, Fountain Park, etc.	These meetings would provide citizens with the opportunity to meet their elected officials and would integrate a "state of the town" message. Department heads would be present to answer questions as well.	\$200 General Fund

	Expand web-based feedback instruments to encourage public stakeholder feedback.	Utilize technology to survey citizen satisfaction with Town services and identify areas for improvement. This initiative includes an annual citizen survey and two other smaller surveys during the year focused on specific programs utilizing a web-based program known as Survey Monkey. Solicit survey responses from people who are not presently on the email list.	It is likely that sampling would occur from email lists in possession of the Town. These lists have been gathered from program participants and those subscribing to the Town's webpage feed.	\$500 General Fund
	Consider strategies that utilize social media as a feedback instrument.	Conduct an evaluation of other jurisdictional use of social media for feedback gathering and implement strategies as feasible and practicable.	The Town currently utilizes Facebook and Twitter and communication devices.	
ENVIRONMENTAL SUSTAINABILITY				
Strategic Direction	Council/Staff Initiative	Implementation	Additional Explanation	
ES3 Explore and implement new technologies and opportunities that will minimize noise, air, and light pollution and reduce energy consumption.	Conduct and analyze Town energy audit and employ strategies to reduce energy consumption.	Utilizing the results of the Town's energy audit and existing strategies, begin implementing a strategy associated with reducing energy costs.		\$0
	Investigate ways to reduce energy costs.		See initiative above.	\$0

	Recommend sustainable practices.	Reconvene Environmental working group.	This group, which has included participation from elected officials, the school district, and staff, among others, has been effective in identifying potential initiatives and opportunities for staff and Council consideration and action. Investigate the possibility of expanding the scope of work of an existing commission.	\$0
CIVIC RESPONSIBILITY				
Strategic Direction	Council/Staff Initiative	Implementation	Additional Explanation	Estimated Cost/ Funding Source
CR2 Discover, recognize, and utilize the talents of our citizens and use these assets to address community needs.	Expand "Take Pride" Day where volunteers complete small jobs to promote facility maintenance and upkeep of amenities, perhaps as a semi-annual event or as part of Centennial activities.	Continue to build on success of Take Pride Day, utilizing early marketing, facilitating participation, and building into the collection of service opportunities smaller tasks associated with facility maintenance and the upkeep of amenities. Explore a Certified Volunteer program.	Possible projects include public art cleaning, Town facility landscaping (Town Hall, Community Center, Library, etc.) or even washing fire apparatus.	\$4,400 General Fund
	Establish a senior mobility program that uses volunteers to escort seniors to doctor's appointments, services, and other errands.		The Town continues to develop the Give A Lift Program, our only senior mobility program. Give A Lift volunteers do accompany seniors to various appointments.	\$0

<p>CR3 Foster a culture of public service and volunteerism.</p>	<p>Continue to utilize Volunteer Coordinator to foster volunteerism for activities and initiatives.</p>		<p>We will continue to identify community needs that can be addressed by volunteers. The HDM and Give A Lift programs are examples of filling needs with volunteers. Continue to monitor staffing needs and adjust as necessary.</p>	<p>\$0</p>
	<p>Expand on the Adopt A Street program to include citizen stewardship of community assets.</p>	<p>Re-introduce the Park Host program and seek volunteers to serve as hosts at specific parks during high usage times.</p>	<p>This program was introduced in the last fiscal year, and the Town failed to attract enough volunteer to make the on-going use of this program viable. The concept meanwhile is simple. Park Hosts serve as representatives of the park, answer questions about the facilities, perform light maintenance, interact with patrons, etc.</p>	<p>\$1,000</p>

<p>CR4 Implement a comprehensive communications plan to encourage informed citizen participation in civic life.</p>	<p>Develop a communications strategy to effectively provide information to citizens.</p>	<p>Develop a comprehensive citizens' communications strategy which identifies how citizens most often prefer to receive information about the Town and then prescribe methods/ media by which the Town can effectively communicate with residents and other critical publics. Maximize use of Channel 11 to the extent allowed by licensing.</p>	<p>Such strategy will include the continued expansion of channel 11 use. The Town is currently working with FHUSD to cooperate with the broadcast program to produce new Channel 11 pieces such as interviews with Town officials, citizens' academy, road bond information, budgetary information, the basis for Council decision making, etc. These could be filmed or recorded at Town Hall, in the Council Chambers, etc. Work has already been performed to revamp our current Channel 11 policy.</p>	<p>\$24,000 General Fund</p>
	<p>Develop a single community activities and events calendar to showcase Town, partner, and regional activities and serve as a clearinghouse to communicate opportunities.</p>	<p>Design and launch the "Go Fountain" site, an interactive online clearinghouse for events, programs, master calendar, activities, and recreational opportunities in the Town of Fountain Hills. Coordinate with community and stakeholder groups to avoid overlapping efforts and complement ongoing community projects or initiatives.</p>	<p>This site would not replace the current municipal site; but would serve in a complementary role, providing an easier way for residents and visitors to access information about events and community amenities.</p>	<p>\$0</p>

	Close the loop on citizen inquiries and inform council members of final answers/resolution.	All citizen responses and staff determinations resulting from a citizen request or inquiry will be copied to the Council. In addition, the website will carry a new section “Since You Asked” that will feature responses to citizen questions – specifically those that have a more global application.		\$0
	Utilize civic events to share information about Town issues.	All civic events, including volunteer functions, will incorporate an opportunity for the Town, if feasible, to share information about the current Town issues that affect citizens.		\$0
CR7 Communicate the role of local government and clearly define the trade-offs between service levels and amenities and the associated costs so residents can make informed choices.	Deliver budget presentations to identified community stakeholder groups.	Finance will identify specific public groups to whom budget information can be presented during the budget cycle.	This information will include facts related to sources of revenue, facts about shared revenue, the budget structure itself, the road bonding initiative, and where tax revenue goes.	\$400 General Fund
	Continue to present Citizens Academy.	Departments have already formatted a curriculum, and Community Services is in the process of developing an itinerary related to this initiative. We will propose continuing this initiative into the coming fiscal year.	Segments of the Citizens Academy will also be aired on Channel 11. (See CR4)	\$1,000 General Fund
	Create an easy-to-understand, meaningful document that translates the budget for public consumption.	Reformat “Budget in Brief” to be more easily read and used by citizens. Such publication can be used in both print and electronic formats to communicate policy decisions and the implications of such decisions.		\$500 General Fund

	Clearly communicate policy decisions and implications of decisions.		See initiative above.	
	Investigate the potential of becoming an Arizona We Want pilot community.		This is going forward in the current fiscal year.	\$0
EDUCATION, LEARNING AND CULTURE				
Strategic Direction	Council/Staff Initiative	Implementation	Additional Explanation	
ELC2 Support partners in providing arts and cultural opportunities and amenities.	Identify local talent and promote opportunities to showcase talents at community events and activities.	Review current community events and incorporate as practical opportunities for local musicians, dancers, etc. (particularly youth) to perform.	Staff is currently working to significantly simplify the special event permitting process. We have likewise communicated our willingness to Fort McDowell to incorporate Yavapai cultural experiences into our programming and utilize our internal media to support and promote significant cultural events. The Town's organizational culture remains one which is supportive of all partners who wish to provide edifying and wholesome cultural opportunities to our residents.	\$5,000 General Fund

	Support public art walk.		We are currently supporting this program and plan to continue this support. We will however be able to better promote the availability of this program by utilizing the Go Fountain website as described below.	\$0
ELC4 Position the community's arts and cultural businesses, venues, and amenities as economic drivers integrated into the Town's comprehensive economic strategy.	Increase external awareness of and interest in public art.	Utilize "Go Fountain" and social media as means of positioning arts and cultural as economic drivers – by providing a partial virtual tour of public art in Fountain Hills and promoting awareness of such via social media and email lists. Coordinate with community and stakeholder groups to avoid overlapping efforts and complement ongoing community projects or initiatives.		\$0
	Continue to support Greening project.	We will continue to support the Greening project by providing support in a manner as we have heretofore done.		\$1,000 General Fund
	Continue to support the arts district.	We will continue to support the placement and maintenance of public art in a manner as we have heretofore done.		\$0

<p>ELC5 Encourage access to higher learning opportunities or the establishment of an educational or training campus within our community.</p>	<p>Broker a commitment from an organization to establish an educational or training facility/program in Fountain Hills. Report on activities to date.</p>	<p>Develop a contact list of higher learning and technical colleges/institutions and begin to cultivate relationships with these entities to promote Fountain Hills as a candidate for campus location, relocation, or expansion. As part of this initiative, we will schedule a time within this current year to report our findings thus far and summarize our efforts to locate/identify possibilities.</p>	<p>The Town continues to collaborate with communities that have been successful in attracting higher education opportunities to determine the feasibility of such in Fountain Hills. We will continue to maintain contact with institutions of higher learning. It has appeared from our research thus far that successful communities are often dislocated from population centers and/or are willing and able to contribute land and even bricks/mortar to bring a learning institution to Town. It further appears that many learning institutions are utilizing the internet to promote on-line learning instead of establishing new campuses. We will nonetheless continue to monitor opportunities, cultivate interest, and respond appropriately to any opportunity.</p>	<p>\$0</p>
--	---	--	---	------------

ECONOMIC VITALITY				
Strategic Direction	Council/Staff Initiative	Implementation	Additional Explanation	
EV1 Develop a comprehensive economic development strategy for the Town's future and work with our partners to forward economic growth and awareness.	Develop a comprehensive community marketing plan/campaign.	Conduct research to determine the Town's "brand" and develop a comprehensive branding strategy. Such strategy will include the communication of quality of life factors. Coordinate with community and stakeholder groups to avoid overlapping efforts and complement ongoing community projects or initiatives.	Any strategy/campaign must begin with a clear understanding of what our brand is (i.e., what others think of us). We can then identify a specific strategy to address deficiencies in that brand, depending on the objective(s) of the branding strategy.	\$0
EV2 Develop and maintain a balanced, equitable, sustainable, local financing structure to support the Town's core government services at desired service levels.	Revisit the 2007 Revenue Enhancement Analysis Report and identify potential strategies for consideration and/or implementation.		Staff has reviewed the referenced report, provided on-going analysis of options, and is available to discuss options with the Council as requested.	\$0
	Review and consider implementation of a storm water maintenance fee.		This has been completed in the current year.	
	Consider establishing a financial sustainability commission to review and recommend strategies to ensure long-term financial sustainability.		This is a current year initiative.	\$0

<p>EV4 Promote retention, expansion, and relocation of quality businesses.</p>	<p>Provide opportunities to receive feedback from those investing in our community.</p>	<p>Hold annual Business and Development meeting to establish goodwill, provide forum for exchanging ideas and concerns with businesses and developers, express gratitude for their investment in our community, and share community information. Coordinate with community and stakeholder groups to avoid overlapping efforts and complement ongoing community projects or initiatives. Evaluate/monitor possible staffing needs.</p>		<p>\$93,242 General Fund</p>
	<p>Develop strategies that focus on business retention within the community.</p>	<p>Evaluate/monitor possible staffing needs.</p>	<p>This is a current year project. The current strategy will attempt to capitalize off existing quality of life factors that Fountain Hills can offer.</p>	<p>\$177,462 Downtown Fund</p>
	<p>Continue to review codes to identify opportunities to relieve businesses of unnecessary regulation.</p>	<p>This effort is underway and will continue. Signage is the first area that will be examined. We are anticipating that exchanges with businesses and developers will provide us with additional opportunities to examine and revise policy.</p>		<p>\$0</p>

	Examine possibilities associated with acquisition of properties not used by school district for possible business location or other municipal uses.	Staff will review all such parcels and provide Council with determination of possible acquisitions, in concert and cooperation with school district.		\$0
EV5 Promote Fountain Hills as a visitor destination.	Continue to support and partner with the Fountain Hills and Fort McDowell Tourism Bureau.	Continue funding of Tourism Bureau and provide clearly defined performance measures. Coordinate with other community efforts and stakeholder groups to avoid overlapping efforts and complement ongoing community projects or initiatives.	The Town will continue to support current tourism efforts. Staff has also recommended an alternative, additional website that may be utilized to promote tourism.	\$2,050 General Fund
EV6 Identify a slate of economic development tools and strategies (including tax incentives, fee abatements, etc.) to stimulate economic growth.	Develop a strategy to focus new development and business relocation to the Downtown Core (along Avenue of the Fountains.)	Provide for Council consideration the establishment of a Downtown Infill Incentive District (DIID) or similar tool. This could potentially be fashioned to contain or provide various incentives to those developing in the downtown area.	All incentives will need to be examined to ensure that they are return driven.	\$5,000 Downtown Fund
	Analyze and facilitate necessary rezoning (and related activities) to support future Lakeside District development and look at other tools that might prepare us for making the Downtown Vision Plan come to life as the economy improves.		This project is current and ongoing.	\$0

RECREATIONAL OPPORTUNITIES AND AMENITIES				
Strategic Direction	Council/Staff Initiative	Implementation	Additional Explanation	
R2 Provide an interconnected, multi-use trail and bicycle system that promotes active living, physical activity, education, and appreciation of our parks and natural resources.	Utilizing the Urban Trails Plan, identify improvements along circuits that better accommodate and promote multi-modal use of urban trails.	Review plan annually to identify opportunities to improve and encourage use of urban trail system.	First year improvements could include additional signage, minor pavement modifications, and trail marketing.	\$10,000 General Fund
	Provide analysis of pedestrian movements with the Town and identify interconnect gaps.	Development services to provide analysis as precursor to future new sidewalk construction		
	Work with Sonoran Conservancy and other organizations to expand and maintain Preserve Trails.		Staff is actively and regularly engaged in this effort and will continue efforts.	\$0
TOTAL GENERAL FUND				\$166,292
TOTAL DOWNTOWN FUND				\$177,462
TOTAL CIP				\$125,000

CONCLUSION

The preceding table is not intended to present an exhaustive list of every effort that will be expended by staff to accomplish or realize the goals established by the Council. As the year progresses, opportunities and ideas will emerge that will be pursued in an appropriate manner. Meanwhile, Council consideration of these initiatives and deliberate feedback are appreciated and indeed critical if we are to be successful in fashioning an achievable and effective goal implementation plan.

This report constitutes the second draft of this proposal. This draft, based on feedback from the Council, is intended to communicate a more comprehensive response to all initiatives, whether they are part of the current year's efforts or represent potential programs in the coming fiscal year.